

2018 Appendices



Glossary

Accruals: Revenues or expenditures that have been recognized for that fiscal year, but not received or disbursed until a subsequent fiscal year. Annually, accruals are included in the revenue and expenditure amounts reported in a department's budget documents and year-end financial reports. For budgetary purposes, the department's expenditure accruals also include payables and outstanding encumbrances at the end of the fiscal year for obligations attributable to that fiscal year.

Actual vs. Budgeted: Difference between the amount forecasted (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses incurred by the end of the fiscal year.

Assessment: This is the property value determined by Municipal Property Assessment Corporation (MPAC).

Assessment Growth: The total assessed value of all new properties built, less the value of properties demolished in a given year. An increase in assessment growth allows the municipality to collect the total property tax amount over more properties.

Assets: Resources owned or held by the City which have monetary value.

Base Budget: Cost of continuing the existing levels of service in the current budget year.

Benchmarking: An exercise whereby one organization's results are compared to those of another comparable organization providing the same or similar services based on similar methods or accounting for costs.

Budget Document: The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.

Capital Budget: The annual Council approved plan of the City for expenditures and revenues to acquire, construct or rehabilitate capital assets.

Capital (Debt) Financing: Portion of the operating budget required to service the debt assumed by the City from capital expenditures of the current and previous years.

Capital Improvement Project: Non-routine capital expenditures that generally cost more than \$50,000 resulting in the purchase of equipment, construction, renovation or acquisition of land, infrastructure and/or buildings with an expected useful life of at least five years. Capital improvement projects are designed to prevent the deterioration of the city's existing infrastructure, and respond to and anticipate the future growth of the city.

Appendix 1

Commitments: Projected cash flow expenditures beyond the Council approved budget year that require future year cash flow to complete the approved project. In essence, it allows a project tender to be executed in the current budget year that requires future year cash flows to complete.

Current Value Assessment: A valuation placed upon real estate or other property by the Municipal Property Assessment Corporation as a basis for levying taxes.

Debt: The amount of all obligations for the payment of interest and principal due by certain agreements and by-laws as incurred such as debentures, promissory notes, leases, letters of credit and other financial commitments and guarantees.

Debt Ratio: Total debt divided by total assets. Used by finance and budget staff to assess fiscal health of the organization.

Encumbrance: The formal accounting recognition of commitments to expend resources in the future.

External Financing: Financing from sources external to the City such as provincial or federal funding and grant subsidies.

Fiscal Year: The period designated by the City for the beginning and ending of financial transactions. The fiscal year for the City of Greater Sudbury begins January 1 and ends December 31.

Infrastructure: Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, parks.

Infrastructure Requirement: The need for capital investment/infusion to sustain, replace and/or renew aging infrastructure.

Internal Financing: Financing from sources internal to the division or program submitting a capital project including reserve funds, development charges, and other program generated revenues.

Operating Budget: The annual Council approved plan of the City for expenditures, revenues, staffing levels and service levels for operations of the City taking place from January 1 to December 31 of each year.

Performance Measures: Measurement of service performance indicators that reflect the amount of money spent on services and the resulting outcomes at a specific level of services provided.

Program Support: The allocation of indirect costs such as financial services, human resources and information technology, etc. to departments.

Projected Actuals: Refers to the expected or anticipated outcome of the year's expenditure and revenue activities. A recommended approach for departments is to combine year to date actuals, in addition to the anticipated revenues and expenditures for the remainder of the fiscal year. The Projected Actuals are often compared with the current year budget to determine variances.

Property Tax: An individual property assessment multiplied by the property tax rate in a given year.

Financial Indicators

Net Financial Position: Difference between liabilities and assets.

Own Source Revenue: Revenues generated directly by the City of Greater Sudbury.

Sustainability

Financial Position per Capita: Net Financial Position divided by the population.

Net Financial Liability: Net Financial Position divided by the City's own source revenues.

Asset Consumption Ratio: Accumulated amortization expenses over the total gross cost of capital assets. A higher ratio indicates a higher need for replacement.

Ratio of Financial Assets to Liabilities: Total amount of financial assets divided by the total amount of liabilities

Ratio of Debt to Revenue: Total amount of debt divided by the total amount of revenue

Debt per Household: Total amount of debt divided by the total number of households

Flexibility

Tax Discretionary Reserves as a % of Taxation: Total amount of tax reserves divided by the total amount of tax revenue collected.

Discretionary Reserves as a % of Own Source Revenues: Total value of reserves divided by the amount of own source revenue.

Total Reserves per Capita: Total reserves in relation to population.

Reserves and Reserve Funds: Funds generally set aside for significant future purchases, to replace major capital infrastructure, are accumulated to meet a growing liability, or to provide a buffer for significant unanticipated expenditures beyond the control of Council.

Revenue: Financial resources received from taxes, user fees and other levels of government.

Special Capital Levy: An amount collected from property taxation that is above the amount currently allocated to fund capital expenditures.

Taxation Levy: The total property tax levied by a municipality.

Tax Rate: A rate used to determine the amount of property tax payable. Taxes on individual properties are calculated by multiplying a property's current value assessment (CVA) by the applicable tax rate.

Tax Debt Interest as a % of Own Source Revenues: Total amount of tax debt interest divided by the City's own source revenue.

Debt to Reserve Ratio: Total amount of outstanding debt over the total reserve and reserve fund balances (excluding obligatory reserve funds).

Total Debt Charges as a per cent of Own Source Revenues: Total amount of debt principal and interest payments divided by the City's own source revenue.

Total Debt Outstanding per Capita: Total amount of debt divided by population.

Debt Outstanding as a per cent of Own Source Revenues: Total amount of outstanding debt divided by the City's own source revenues.

Ratio of Debt Charges to Total Revenue: Total amount of debt charges divided by the total amount of revenue

Municipal Taxes as a % of Household Income: Average residential taxes divided by the average household income

Vulnerability

Taxes Receivable as a per cent of Tax Levied: Total amount of taxes receivable divided by the amount of taxes levied.

Rates Covered Ratio: Measure of the City's own source revenue divided by the total expenditures.

Ratio of Government Transfers to Total Revenue: Total amount of Federal and Provincial transfers divided by the total amount of revenue.

Financial Management

The City of Greater Sudbury maintains appropriate systems of internal controls to ensure effective financial management, reliable and relevant financial information, and the safeguarding of assets. Management systems, policies and by-laws are in place for financial management, accounting and budgeting to ensure transactions are appropriately authorized and recorded, and the integrity and completeness of financial records are assured. Key policies and by-laws include the Purchasing By-Law, and the Operating Budget, Capital Budget, and Investment Policies.

Budget Preparation Policy

To ensure that effective policies and procedures governing budget preparation are developed and maintained; to encourage initiative, responsibility, and planning, while ensuring effective budget preparation control. The City prepares the budget in accordance with the Municipal Act 2001, Section 290, which states that the sums of all expenses must be at least equal to that of the sums of all revenues, resulting a balanced budget.

Capital Budget Policy

To provide fiscal control and accountability related to the preparation and monitoring of the capital budget.

Charity Rebate Policy

To establish responsibilities and guidelines for ensuring that charity rebate applications and recalculations are valid, equitable and completed within the appropriate guidelines.

Debt Management Policy

To set out the parameters for securing debt, managing outstanding debt and provides guidance regarding the timing of debt, type of debt instrument and the purpose for which the debt will be used.

Development Charges By-law

For the imposition of development charges against land within the municipality for growth-related capital costs required because of the need for municipal services arising from development.

Donation Policy

To provide general guidelines for receiving and accounting for donations that are gifts and for which an official income tax receipt will be issued.

Appendix 2

Investment Policy

To provide an investment framework that allows the City to invest excess cash resources within statutory limitations; to protect and preserve capital; to maintain solvency and liquidity to meet ongoing financial requirements; and to earn the highest rate of return possible.

Operating Budget Policy

To provide fiscal control and accountability related to the approved operating budget.

Purchasing By-law 2014-1

To encourage competition among suppliers; to maximize savings for taxpayers; to ensure service and product deliver, quality, efficiency and effectiveness; to ensure fairness among bidders; to ensure openness, accountability and transparency while protecting the financial best interests of the City; to have regard to the accessibility for persons with disabilities to the Goods, Services and Construction purchased by the City; and to have regard to the preservation of the natural environment and to encourage the use of environmentally friendly Goods, Services and Construction.

Tax Adjustments under Section 357 and 358 Policy

To establish responsibilities and guidelines for ensuring that tax adjustments under Sections 357 and 358 are valid, necessary and completed within the guidelines of the Municipal Act, 2001, and municipal by-laws.

Tax Adjustments under Section 39.1 and 40 Policy

To establish responsibilities and guidelines for ensuring that tax adjustments under Sections 39.1 and 40 are valid, necessary and completed within the guidelines of the Assessment Act and municipal by-laws.

Travel and Business Expense Policy

To establish responsibilities and guidelines for ensuring that travel, Council and employee expenses are valid, necessary and economical.

Vacancy Rebate Policy

To establish responsibilities and guidelines for ensuring that vacancy rebate applications and recalculations are valid, necessary and completed within the guidelines of the Municipal Act, 2001, and municipal by-laws.

Elderly Property Tax Rebate Policy

To provide guidelines for property tax rebates to eligible low-income seniors owning and occupying residential property.

Revenue and Expense Categories

The following refer to the revenue and expense categories used in the presentation of the operating budget.

Revenues

Levies: This category consists of supplementary taxation and payments-in-lieu of taxation received from government agencies.

Provincial Grants and Subsidies: This category consists of grants received from the Province of Ontario for specific functions such as Ontario Works, Housing Services, Children Services, Emergency Medical Services, and the Ontario Municipal Partnership Fund.

Federal Grants and Subsidies: This category consists of grants received from the Federal government for specific functions funded through agencies such as FedNor and Human Resources Development Canada.

User Fees: This category consists of fees for use of services including, but not limited to, ice and hall rentals, leisure activities, cemetery fees, library fees, applications for building permits, water/wastewater, and transit.

Licensing and Lease Revenues: This category consists of licensing fees such as business licences, lottery licences, taxi licensing, and lease revenues.

Investment Earnings: This category accounts for all investment income, interest on Greater Sudbury Utility note, interest on tax arrears, and interest earned on internal capital financing.

Contributions from Reserves and Capital: This category reflects the contributions from reserves, reserve funds, and capital for various projects identified in the operating budget.

Other Revenues: This category includes revenues such as the Ontario Lottery and Gaming Corporation and Provincial Offences Act fines collected.



Appendix 3

Expenses:

Salaries and Benefits: This category consists of compensation for all employees such as salaries, benefits, service pay, overtime, car allowance, and boot and tool allowance.

Materials – Operating Expenses: This category includes items such as office supplies, salt and sand, asphalt, gravel and shop supplies, tax writeoffs, insurance costs, telephone costs, property taxes, and other general expenses.

Energy Costs: This category consists of water, hydro, natural gas, propane, diesel and unleaded fuel.

Rent and Financial Expenses: This category includes bank charges, debit and credit charges, tax interest on penalty writeoffs, cost of rental equipment and rent expense.

Purchased/Contract Services: This category consists of items that are outsourced, such as, but not limited to, Housing Services providers, Children Services providers, Ontario Works, roads maintenance contracts, vehicle repairs, hired or rental equipment, and professional services.

Debt Repayment: This category consists of internal and external debt repayments.

Grants – Transfer Payments: This category consists of any grants given to community groups and outside boards such as Conservation Sudbury (Nickel District Conservation Authority), Sudbury & District Health Unit, Arts and Culture grants, grants to playgrounds, and transfer payments to Ontario Works recipients.

Contributions to Reserves and Capital: This category reflects the contributions to reserves and reserve funds and transfer to capital fund for capital envelopes.

Internal Recoveries: This line consists of allocations to each department for indirect overhead costs and program support.

As well there are indirect overhead charges for areas such as engineering services, which are allocated to water/wastewater, roads and solid waste.

This line also includes the equipment charges and credits predominately in infrastructure, parks and emergency services areas. These equipment charges represent the cost of the maintenance, repairs and a depreciation component which allows for future replacement of equipment and vehicles.

Update to the Implementation Plan of Council's Strategic Plan

		Lead	% Completed as of July 2017	Start/End Date	Revised Start/End Date	Status
Priority	A. Implement the Downtown Master Plan and development of downtowns, and increase densification by conversion from commercial to residential Centres, other strategic commercial and core areas by allowing for mixed uses, connecting citizens across Greater Sudbury, while providing excellent public transit.					
Actions	<ul style="list-style-type: none"> 1. Confirm the boundaries of the downtown through the Downtown Community Improvement Plan update. 2. Create an approach to a city-wide Nodes and Corridors Strategy. 3. Develop a Town Centre Community Improvement Plan for the community of Chelmsford. 4. Undertake a Corridor Design Study and Plan for LaSalle Boulevard between Notre Dame Avenue and Falconbridge Road. b. Complete the Eight Greenway Project Detailed Design. c. Complete the Brady Green Stair Detailed Design. d. Redesign and modify the Tom Davies Square courtyard & terrace consistent with the vision contained in the Downtown Master Plan and considering public input obtained during the process. 	Director of Planning Services Director of Planning Services	100% 100% 40% 20% 100%	Nov/15 - Sep/16 Mar/16 - Sep/16 Jan/17 - Mar/18 Jan/17 - Mar/18 Jan/13 - Sep/16	Nov/15 - Sep/16 Mar/16 - Sep/16 Jan/17 - Mar/18 Jan/17 - Mar/18 Jan/13 - Sep/16	Complete Complete In Progress In Progress Complete Complete
Priority	B. Implement or assist in implementing economic development related plans approved by Council, with the necessary resources to support them, or continue planning to include the execution of:					
Actions	<ul style="list-style-type: none"> a. From the Ground Up #6:2025 plan of attracting and creating new jobs in the community. <ul style="list-style-type: none"> 1. Establish an annual work plan for implementation with approval of GSDC Board. Provide an annual report to Council beginning in January 2017. 2. Develop business case to enhance the Emergency Training Academy at the L.E. Lalonde Centre to create a regional Training Academy. b. The Greater Sudbury Cultural Plan. <ul style="list-style-type: none"> 1. Establish a Cultural Action Committee (CAC) and continue the implementation of the Cultural Action Plan with regular review. c. Community Improvement Plans. <ul style="list-style-type: none"> 1. Update the Downtown Community Improvement Plan. 2. Update the Downtown Strategy and Community Improvement Plan. c. Provide a welcoming environment that is conducive to investment and reduction of red tape, by removing barriers and attracting new business. <ul style="list-style-type: none"> a. Create more open dialogue with the building community, facilitating the building process. <ul style="list-style-type: none"> 1. Bring the Gearing Up for Growth Advisory Panel Report forward for Council consideration. 2. Review and strengthen the effectiveness of the Development Liaison Advisory Committee. 3. Establish regular meetings with the Greater Sudbury Chamber of Commerce, Sudbury Homebuilders, Northeast Ontario Construction Association, Sudbury Real Estate Board and legal profession to discuss issues and opportunities for improvement. 4. Propose revisions to the City's Development Cost Sharing Policy. <ul style="list-style-type: none"> b. Perform a review of service delivery. <ul style="list-style-type: none"> 1. Review all statutory Planning Act processes and create new policies, procedures and guidelines. 2. Develop and implement Phase 1 of the Land Management and Property Tracking System (Building and Planning Services). 3. Create and implement an expanded continuous customer service training and customer feedback system. c. Create one point of contact for those wanting to invest. <ul style="list-style-type: none"> 1. Design and implement a new 'Development Application Review Team' for all new major planning and development applications. d. Attracting industrial or manufacturing facilities, a medical park. 1. Establish an annual work plan for the implementation of 'From the Ground Up' Strategic Plan with the approval of the GSDC Board and provide an annual report to Council beginning in January 2017. 2. Introduce a review of the Business Licensing System in 2017. Will include the creation of a working group, broad community consultation and strategies to create a business friendly licensing environment. 3. Repeat store hours-by-law. 4. Complete and evaluate trial program for Fire Code Plans review in cooperation with Building Services. 5. Review Parking Enforcement and Control systems. D. Invest in large projects to stimulate growth and increase conferences, sports and events tourism, and celebrate cultural diversity. Some examples could include a self-sustaining multi-use centre, a motorsports park, an arts centre, conference centre, etc., depending on the will of Council. <ul style="list-style-type: none"> a. Hold a special meeting of Council to showcase all projects over \$1 million in capital requests from the City of Greater Sudbury, allowing for staff to review and provide recommendations and funding mechanisms. b. Establish and implement action plans to advance identified priority projects (Event Centre, Main Library/Art Gallery of Sudbury, Place des Arts, Synergy Centre) CAO <ul style="list-style-type: none"> c. Seek and promote sport tourism opportunities i.e. Provincial and National Events such as Canada Games) d. Report results of EOI for Motorsports Park to GSDC and Council. E. Build on our existing reputation to become the global centre for mining research, environmental restoration and innovation. <ul style="list-style-type: none"> a. Commercialize research team with a specialized team to promote and sell the Greater Sudbury protocol. 1. Sponsor and support the Sudbury Protocol Conference. 2. Outline strategy including niche investment and/or trade opportunities. b. Implement attraction strategy identified through annual Economic Development work plan. 	Director of Engineering Services Director of Asset Services	100% 20%	Jan/16 - Dec/16 Oct/16 - Oct/18	Jan/16 - Dec/16 Oct/16 - Oct/18	Complete In Progress
Priority	C. Complete the GSDC Board Work Plan.					
Actions						
Priority	D. Complete the GSDC Work Plan.					
Actions						
Priority	E. Complete the GSDC Work Plan.					
Actions						
Priority	F. Complete the GSDC Work Plan.					
Actions						
Priority	G. Complete the GSDC Work Plan.					
Actions						

Priority Actions	Description	Responsible	Status	Completion Date
F. Contribute to an economically stronger northern Ontario.	<p>a. Host a strategic session on the Northern Growth Plan in greater Sudbury.</p> <ul style="list-style-type: none"> 1. Identify an opportunity to leverage an already planned pan-northern event to be held in Sudbury by June 2017. Determine focus and timing of session and establish partnerships to stage event. b. Continue commitment to active role in pan-northern organizations such as Ontario's North Economic Development Corporation (ONEDC), Tourism Northern Ontario (TNO), Northern Large Urban Mayors (NOLUM). 	Director of Economic Development Director of Economic Development	Not Started In Progress	Mar/16 - Jun/17 Ongoing

Growth and Economic

Quality of Life and Place

Priority	Actions	Lead	% Completed as of July 2017	Start/End Date	Revised Start/End Date	Status
	A. Create programs and services designed to improve the health and well-being of youth, families and seniors.					
	a. Develop an affordable housing strategy, targeted to seniors and those with low incomes, including policy review, removal of barriers and consideration of incentives.					
	1. Review/update CGS Affordable Housing Strategy. Co-ordinate update with CGS Official Plan review and CGS 10 Year Housing and Homelessness Plan. Incorporate aspects of Provincial Long Term Affordable Housing Strategy II to maximize access to provincial initiatives.	Manager of Housing Services/Director of Social Services	100%	Oct/16 - Jan/18	Dec/15 - Mar/20	Complete
	2. Participate in senior government housing initiatives/programs [i.e. Investment in Affordable Housing Extension (IAHE)] to develop seniors' affordable housing and provide funding for low-income households making their housing more affordable.	Manager of Housing Services	50%	Sept/16 - Mar/20	In Progress	
	3. Improve long-term viability and energy efficiency of existing social housing portfolio utilizing new senior government initiatives.	Manager of Housing Services	50%	Mar/16 - Jun/16	Complete	
	4. Propose amendments to the Official Plan and Zoning By-Law to permit second suites.	Director of Planning Services	100%	Jan/17 - Dec/18	In Progress	
	5. Develop surplus municipal property affordable housing strategy.	Director of Planning Services	50%	Mar/16 - Ongoing	In Progress	
	6. Partner with CMHC to explore innovative affordable housing options for Greater Sudbury.	Director of Planning Services	100%	Dec/15 - Jun/16	Complete	
	b. Create changes to the Early Development and School Readiness (EDSR) program within budget guidelines, with access to additional family supports through Best Start Hub services.	Manager of Children's Services	40%	Jan/16 - Sept/17	In Progress	
	c. Complete a child care subsidy policy review based on provincial best practices and citizen-centred services.	Manager of Children's Services	95%	Feb/15 - Dec/19	In Progress	
	d. Investigate and determine the feasibility of redeveloping the remaining 'B' and "C" level beds at Pioneer Manor.	Director of North East Centre of Excellence for Seniors' Health	100%	Mar/15 - Dec/16	Complete	
	e. Conduct a capacity study with the Centre for Rural and North Health Research addressing the needs of older adults accessing health services.	Director or North East Centre of Excellence for Seniors' Health	30%	Mar/16 - Dec/17	In Progress	
	f. Create transportation programs that would assist low-income individuals.	Director of Social Services	20%	Sept/16 - Dec/17	Complete	
	g. Explore the expansion of healthy initiatives such as the Feel Free to Feel Fit Swim Program in partnership with Leisure Services.	Directors of Social Services/Lesisure Services	100%	Jun/16 - Jun/17	In Progress	
	h. Apply for the Local Poverty Reduction Fund (Phase 2 and future phases) for possible Provincial funding for homelessness programs	Director of Social Services	50%	Apr/16 - Dec/17	Complete	
	i. Investigate the viability of (and a business model for) Community Hubs.	Director of Social Services				
	j. Continue to implement the Healthy Kids Community Challenge promoting the health of children 1-12.					
	1. Undertake Healthy Kids Public Education campaign utilizing marketing, social media and direct education to help parents to get their children active and eating well.	Managers of Communications/ Children's Services	40%	Dec/15 - Mar/18	In Progress	
	2. Provide support for Grassroots groups to organize Active Play events in their neighbourhoods through the "Activate Your Neighbourhood" program.	Manager of Children's Services	40%	Feb/16 - Mar/18	In Progress	
	k. Develop an Active Neighbourhood Plan for the Donovan.	Director of Planning Services	100%	Jun/16 - Jun/17	Complete	
	l. Pursue options and develop a business case to establish a MUSAR and HAZmat Team in Greater Sudbury to mitigate risk to the community.	Chief of Fire and Paramedic Services	50%	Feb/16 - Dec/17	In Progress	
	m. Continue to support Community Paramedicine delivery including care transitions and health promotions.	Deputy Chief of Paramedic Services	80%	Sept/14 - Mar/17	In Progress	
	n. Implement a Pulse Point program which is a community engagement platform to improve CPR for sudden cardiac arrest in public locations across the community.	Chief of Fire and Paramedic Services	75%	Jan/16 - Mar/17	In Progress	
	o. Develop a Community Evacuation Plan	Assistant Deputy Chief of Emergency Management and Professional Standards	90%	Feb/16 - Dec/16	In Progress	
	p. Develop a business continuity plan for Emergency Services.	Chief of Fire and Paramedic Services	50%	Mar/16 - Dec/16	In Progress	
	q. Review the current Animal Control service delivery model and implement a new model.	Executive Director of Administrative Services	100%	Jan/14 - Nov/16	Complete	
	B. Maintain great public spaces and facilities to provide opportunities for everyone to enjoy.					
	a. Focus on, and invest in, arts, culture and entertainment, and support our multicultural communities.	Director of Economic Development	75%	Nov/15 - Dec/16	In Progress	
	1. Establish and implement action plans to advance identified priority projects (Event Centre, Main Library/Art Gallery of Sudbury, Place des Arts, Synergy Centre).	Director of Economic Development	100%	Jul/15 - Jan/16	Complete	
	2. Increase and stabilize annual municipal funding for Art Gallery of Sudbury.	Director of Economic Development	75%	Jan/15 - Dec/18	In Progress	
	3. Maintain inflationary protection for Arts and Culture Grants programs.	Director of Economic Development	100%	May/16 - July/16	Complete	
	4. Implement Phase 3 of the Bridge of Nations by adding 6 more flags to the 82 existing flags on the bridge.	Director of Leisure Services				
	b. Create a more vibrant downtown.					
	1. Support the Downtown BIA's Expressing Vibrancy project and consider resulting implementation strategies .	Director of Economic Development	75%	Jan/16 - Dec/16	In Progress	
	c. Provide programs and policies to ensure that citizens can enjoy all four seasons – e.g. winter road maintenance.	Director of Roads and Transportation	95%	Nov/15 - Sept/16	In Progress	
	1. Review the level of service for winter maintenance of sidewalks					

Quality of Life and Place

Priority	Action	Description	Manager	Start Date	End Date	Status
	2. identify options for the establishment of a winter carnival/skating path extension.	Director of Leisure Services		June/16 - Dec/16		Complete
	3. Enhance Adanac Ski Hill by replacing existing Adanac ski lift with a quad lift and exploring options for an all-season terrain park.	Director of Leisure Services		Sept/14 - Dec/18		In Progress
	4. Implement a new leisure program registration system (to replace CLASS system).	Director of Leisure Services		Nov/15 - Dec/17		In Progress
d.	Develop an accessibility strategy and abilities centre, with community hubs.	Deputy City Clerk / Legislative Compliance Co-Ordinators		Dec/16 - Sept/17		In Progress
	1. Work with the Accessibility Advisory Panel to update the City of Greater Sudbury Multi-Year Accessibility Plan for the period 2017-2021.	Director of Asset Services		Dec/16 - Sept/17		In Progress
	2. Incorporate ADA requirements in all new municipal projects and in the renewal of municipal facilities.	Director of Leisure Services		May/16 - Sept/16		Complete
	3. Undertake accessibility retrofits to the Bell Park main beach including improvements to the washrooms and the pathway to the main beach.	Ongoing		Dec/16 - Sept/16		Complete
	e. Identify facilities required for communities, pools, splash pads, arenas, and more.	Ongoing		May/16 - Oct/16		Complete
	1. Install new splash pads in underserviced areas including the Morel Family Park (former Adamsdale Playground) and DJ Hancock Memorial Park (former Lockerby Playground).	Director of Leisure Services		100%		Complete
	2. Work with Onaping Falls Recreation group to identify matching funding for a splash pad at the Onaping Falls Community Centre.	Director of Leisure Services		40%		In Progress
	3. Update the 2010 arena renewal strategy and report back to Council with updated usage data and options to replace aging single pad arenas, as appropriate, with twin pad facilities.	Director of Leisure Services		75%		In Progress
	f. Enhance safety and security at CGS facilities.	Manager of Security and By-Law		Ongoing		In Progress
	C. Promote a quality of life that attracts and retains youth and professionals, and encourages seniors to relocate to our community, taking into consideration all of Greater Sudbury.			Nov/14 - Dec/18		
	a. Develop a communication strategy to promote quality of life.					
	1. Develop and implement communication strategies associated with the Healthy Kids Community Challenge.	Manager of Corporate Communications & French Language Services / Manager of Children's Services		40%		In Progress
	2. Develop and implement a new leisure and recreation communication strategy.	Manager of Corporate Communications & French Language Services / Manager of Children's Services		100%		Complete
	b. Consistency with #gs2025. From the Ground Up Strategic Plan.					
	1. Market Greater Sudbury as the Capital of Northern Ontario and a key destination for those looking to move to the region. Build on the value of the "Resourceful City" brand.	Director of Economic Development		Ongoing		In Progress
	2. Leverage assets and programs of Sudbury Tourism to increase Greater Sudbury's appeal for residential attraction.	Director of Economic Development		Ongoing		In Progress
	3. Celebrate and communicate our city's successes.	Director of Economic Development		Ongoing		In Progress
	c. Develop arts, culture, heritage, language and tourism in our multicultural city, where many languages are spoken.	Director of Economic Development		30%		
	1. Work with partners to create a 'one-stop' referral centre for newcomer services.	Director of Planning Services		75%		
	2. Grow the Municipal Heritage Register by four properties per year.	Director of Planning Services		75%		
	3. Build a GIS based interactive map of cultural heritage resources to tell the stories of Greater Sudbury beginning in 2016 and growing every year to 2018.	Director of Planning Services		75%		
	D. Focus on clean, green living and the environment, invest in our future and celebrate how far we've come.					
	a. Promote health and active living opportunities through the Open Space Master Plan, investing in bike paths and trails, and continuing to invest in our parks and other community spaces.					
	1. Redevelop the former St. Joseph's parking lot providing linkages to the Bell Park walkway and providing 100 parking spaces as well as regreening elements.	Director of Leisure Services		50%		In Progress
	b. Develop a comprehensive Conservation and Demand Management Plan to promote energy conservation in municipal facilities.	Director of Asset Services		95%		In Progress
	c. Install rooftop solar panels at Gerry McCrory Countryside Sports Complex and Pioneer Manor.	Director of Environmental Service		100%		Complete
	d. Promote sustainable waste management practices in an effort to reduce waste by implementing a two bag limit on garbage collection.	Director of Planning Services		100%		Complete
	e. Develop a Lake Water Quality Strategic Plan.	Directors of Roads and Transportation / Planning Services		5%		In Progress
	f. Develop plans for nine sub-watersheds.	Directors of Roads and Transportation / Planning Services		50%		In Progress
	g. Organize and deliver the annual Children's Water Festival.	Executive Director of Planning Services		100%		Complete
	h. Draft a consolidated noise by-law.	Executive Director of Administrative Services		100%		Complete

Priority	Lead	% Completed as of July 2017	Start/End Date	Revised Start/End Date	Status
Priority					
A. Focus on openness, transparency and accountability in everything we do.					
Actions					
a. Develop and implement a plan for Open Data.					
1. Implement the Open Data Policy including initial release of 20 datasets followed by the release of at least one new dataset per month. Host open data events and awareness campaigns.	Manager of Software and Business Applications	100%	Apr/15 - Ongoing		Complete
b. Increase transparency in communications through a number of means.			Ongoing		Complete
1. Enhance public access to Council and Committee meetings and decisions by Livestreaming Council and Committee meetings, advancing public release of agendas and posting resolutions and by-laws the day after meetings.	Deputy City Clerk/IT Management Group	100%	Oct/15 - Sept/16	Oct/15 - Feb/18	On Hold
2. Develop and implement an Open Communication Policy, including a media relations protocol.	Manager of Corporate Communications & French Language Services	75%			On Hold
c. Increase usability of public interfaces.	Manager of Corporate Communications & French Language Services	Not started - on hold due to construction			On Hold
1. Plan and implement enhancements to the City's website, with a focus on user-friendliness, relevance, and accessibility.	Manager of Corporate Communications & French Language Services	100%	May/16 - June/17		Complete
2. Improve signage systems within Tom Davies Square for ease of customer access	City Clerk	33%	Jan/17 - Jun/18	14-Dec	In Progress
d. Appoint the Ombudsman as the Closed Meeting Investigator.	City Clerk	100%	Aug/15 - Jan/17	Aug/15 - Dec/17	Complete
e. Review options for a policy addressing lobbyists.	City Clerk	100%	Nov/14 - Dec/18	Jun/17 - Nov/18	In Progress
f. Update the formal policy regarding the use of municipal resources during an election.	City Clerk	10%			Not Started
g. Continue with process of election modernization moving along the continuum of use of electronic resources.	Manager of Corporate Communications & French Language Services/Deputy City Clerk	0%			Not Started
h. Promote electoral participation through a dynamic interactive, citizen-focused communication and engagement strategy.	Director of Engineering Services/Manager of Corporate Communications & French Language Services	100%	June/15 - June/16		Complete
i. Launch interactive web-based information on infrastructure projects and work for greater accountability, enhanced community engagement and improved communication with residents.	City Clerk /All Directors	100%	15-Mar	Apr/15 - Dec/15	Complete
j. Implement the formal adoption of Open Government Model in accordance with Resolution CC2015-68.	Deputy City Clerk	100%			Complete
k. Develop a new records retention by-law.		50%	Jun/16 - Dec/16	Jun/16 - Dec/17	In Progress
l. Develop and implement a policy for routine disclosure of CGS documents and information.	Deputy City Clerk				In Progress
m. Provide access to key corporate employment related policies, documents, and resources internally (e.g. job descriptions, recruitment and employment policies, employee travel and expenses and contracts, terms and conditions of employment for Senior Management Team member(s).	Director of Human Resources and Organizational Development	60%	Jan/16 - Dec/17		In Progress
n. Increase measures of accountability for occupational health and safety.	Director of Human Resources and Organizational Development	85%	Jan/16 - Dec/16	Jan/16 - Feb/18	In Progress
o. Develop and embed an Employee Code of Conduct.	Director of Human Resources and Organizational Development	75%	Apr/16 - Apr/17	Apr/16 - Jan/18	In Progress
p. Develop a complaint resolution process and outline for complaints of wrong-doing (including whistle-blower protection for complainants).	CFO	100%	Jun/15 - Jun/16	15-Dec	Complete
q. Present options regarding Ward Boundary Reviews to Council in accordance with the Ward Boundary Review Policy 2008.	City Clerk	100%			Complete
B. Improve communications within city hall and between the City and the community at large, by taking steps to get to know the needs of the entire community, including the silent majority, and by meeting them.					
Priority					
ACTIONS					
a. Create an integrated communications plan.	Manager of Corporate Communications & French Language Services	30% - timeline Q4 2017 to Council	Jul/16 - Dec/16	Jul/16 - Dec/17	In Progress
1. Review and renew the Strategic Communication Plan "City with a Voice" with a focus on strong employee and citizen engagement.					In Progress
b. Refocus our customer service using technology, including our 311 system and community engagement interfaces.	Director of Water/Wastewater Services	50%	Apr/16 - Sep/17		In Progress
1. Complete business case for automated water meter reading allowing City to interact with customer based on analysis of real time consumption data.	Manager of Corporate Communications & French Language Services	0%	Aug/16 - April/18		Not Started
2. Launch a pilot project for online citizen engagement	Manager of Corporate Communications & French Language Services	50%	Apr/16 - Oct/18		In Progress
c. Take steps to understand the communication needs of the community by surveying residents.	Manager of Corporate Communications & French Language Services	50%	Apr/16 - Oct/18		In Progress
d. Conduct an employee engagement survey in 2016 and in 2018.	Language Services	100%	Mar/16 - Dec/16	Mar/17 - ongoing	Complete
e. Co-ordinate and deliver the Women in Government Initiative.	Deputy City Clerk	20%	Jan/17 - ongoing		In Progress
f. Build planning knowledge in the community through bi-annual Planning 101 and 102 sessions open to the public, Councillors and staff.	Director of Planning Services	60%	May/16 - May/21		In Progress
g. Develop and execute a communication plan to encourage residents to participate in all solid-waste programs, including home visits.	Director of Environmental Services/Manager of Corporate Communications				
Priority					
C. Work with management to ensure that all staff is working towards the same goals, with accountabilities for senior staff linked to Council's strategic plan.					
Actions					
a. Connect talent management systems to strategic plans, objectives and goals.	Director of Human Resources and Organizational Development/SMT	25%	Jan/17 - Jun/18		In Progress
1. Complete a performance planning and development process form for all non-union staff employees.	Director of Human Resources and Organizational Development	Ongoing	Jan/15 - ongoing		In Progress
2. Develop a pool of resources, support, training, and tools to enhance leadership competencies within CGS.	CAO & SMT	75%	Jan/17 - Dec/18		In Progress
3. Continue to invest in our leaders through participation in the Northern Leadership Program.	CAO	15%	Jan/17 - Dec/17		In Progress
b. Develop strategic implementation plans and enhanced corporate-wide business planning processes.	CAO/Director of Economic Development	75%	Jan/17 - Dec/17		In Progress
D. Emphasize the relationship between governance, community engagement and information, in support of better decision-making.	CAO/Director of Economic Development	0%	July/17 - Dec/17		Not Started
a. Review all municipal incentive programs and one-time items to determine if efficiencies can be found by consolidating programs.					
b. Enhance partnerships and liaisons with other levels of government through an integrated stakeholder relations plan and identification of best practices as new initiatives emerge.					
1. Define staff roles and responsibilities for coordination of intergovernmental relationships and coordination of grant applications.					



Governance

c. Develop a revised community funding policy to best identify resources and monies for organizations, and monitor success.				
d. Review and evaluate annual community partnership grants and develop an application and evaluation process.				
d. Adopt better business processes to promote, inspire and follow the direction given by Council to achieve these goals.				
1. Enhance accountability, performance and quality of capital projects by way of a comprehensive review of practices and processes, and implementation of best practices in project delivery.	Director of Leisure Services	100%	Feb/16 - Dec/16	
2. Develop an Enterprise GIS Strategic Plan.			In Progress	
3. Review FOA collections process, ensuring that all available tools are implemented effectively and that uncollectable fines are written off in a timely fashion.	Manager of Engineering Services	65%	Oct/14 - Dec/17	
4. Review and merge CGS and Library mail delivery systems.	Manager of Software and Business Applications/Director of Planning Services	99%	17-Jan	
e. Refine reporting mechanisms to Council, enabling them to make better decisions.	Deputy City Clerk	50%	Jan/16 - Dec/16	
1. Develop and implement a standardized framework for Council reports including educating users on effective report writing for the purposes of clear, coherent and consistent provision of information.	Deputy City Clerk	100%	July/15 - Jan/16	
f. Complete regular review of Council Procedure By-Law.	Manager of Corporate Communications & French Language Services/Deputy City Clerk	75%	Sept/16 - Sept/17	
	City Clerk	10%	Jan/17 - Dec/17	

Sustainable Infrastructure

Priority	Actions	Lead	% Completed as of July 2017	Start/End Date	Revised Start/End Date	Status
Priority	A. Determine acceptable levels of infrastructure services.					
Actions	a. Provide infrastructure rationalization as an entire community. 1. Review the standards used for Road construction. b. Reduce the City's transportation infrastructure funding gap. 1. Update long term road financial needs for incorporation into the Long Term Financial Plan. c. Create and implement a plan to ensure we fund and address critical infrastructure needs. 1. Complete Water/Wastewater Master Plan and update long term financial needs for incorporation into the Long Term Financial Plan. d. Review service level standards for Water/ Wastewater Services. e. Develop a Long-Term Financial Plan for the replacement and renewal of the City's infrastructure. f. Develop an Asset Management plan, identifying and addressing life cycle costing of all assets. g. Provide options for the use of debt financing during this term of Council to achieve infrastructure renewal, replacement and expansion. h. Develop and present an Emergency Services Optimization delivery model for the entire City to rationalize current Emergency Services facilities and resources and identify future needs. B. Improve the quality of roads. a. Identify, maintain and repair priority roads.	Director of Roads and Transportation Director of Roads and Transportation Director of Water/ Wastewater Services Director of Water/ Wastewater Services Chief Financial Officer Chief Financial Officer CFO / General Manager of Infrastructure Services Chief of Fire & Paramedic Services	50% 0% 80% 10% 100% 100% 100% 100%	Sept/15 - Dec/16 Jan/17 - Dec/18 Aug/12 - Sept/17 Sept/16 - Dec/18 May/16 - Dec/16 Apr/16 - Nov/16 Mar/16 - Sept/16 Sept/15 - Oct/16	Sept/15-Dec/17 Jan/17-Dec/18 Aug/12 - Sept/17 Sept/16 - Dec/18 May/16 - Dec/16 Apr/16 - Nov/16 Mar/16 - Sept/16 Sept/15 - Oct/16	In Progress Not Started In Progress In Progress Complete Complete Complete Complete
Priority	C. Complete the Transportation Master Plan.					
Actions	a. Review and modify the transit system with a focus on reliability, convenience and safety, as well as connecting neighborhoods and communities. 1. Update the Roads Asset Management Plan reaffirming the prioritization of road repairs and rehabilitation projects. 2. Analyze the road network every two years. 3. Analyze the sidewalk network every two years. 4. Inspect bridges every two years. 5. Establish a Rural to urban cross-section conversion policy	Director of Roads and Transportation Director of Roads and Transportation Director of Roads and Transportation Director of Roads and Transportation	10% 100% 100% 85%	Nov/15 - Mar/18 Jan/17 - Dec/17 Jan/17 - Dec/17 Jun/16 - Dec/16 Jan/16 - Dec/17	Nov/15-Dec/18 In Progress Complete Complete In Progress	In Progress In Progress Complete Complete
Priority	D. Provide quality multimodal transportation alternatives, for roads, transit, trails, paths and sidewalks, and connect neighbourhoods and communities within Great Sudbury.					
Actions	a. Complete a full Multimodal Transportation Plan. 1. Implement Active Transportation policies as identified in the Transportation Master Plan. 2. Implement Transit wayfinding protocols and strategies. b. Complete the Transportation Master Plan.	Director of Transit Services Director of Transit Services Director of Roads and Transportation	0% 100% 100%	Jul/16 - Dec/17 May/16 - Aug/17 Jun/11 - Dec/16	Jul/16 - Dec/17 May/16 - Aug/17 Jun/11 - Dec/16	Not Started Not Started Complete
Priority	E. Establish sub-watershed studies and source water protection plans.					
Actions	a. Fund, undertake and complete watershed studies approved by Council in 2006. 1. Complete nine watershed studies as part of the MOECC funding agreement. e. Prioritize, fund, undertake and complete seven remaining watershed studies. b. Implement policies contained in Greater Sudbury Source Protection Plan. F. Developing sustainable stormwater funding. a. Establish an affordable funding structure.	Director of Roads and Transportation Director of Roads and Transportation Director of Water/ Wastewater Services Executive Director of Administrative Services	50% 5% 15% 100%	Feb/16 - Mar/19 Jan/19 - Dec/3 Mar/16 - Dec/18 Mar/16 - Sep/16	Feb/16 - Mar/19 In Progress In Progress In Progress	In Progress In Progress In Progress Not Started
Priority	G. Developing a plan for implementation.					
Actions	1. Undertake a review of stormwater funding practices in other municipalities and provide recommendations for CGS 2. Update long term stormwater financial needs for incorporation into the Long Term Financial Plan b. Create a plan for implementation. 1. Implement stormwater management infrastructure in accordance with the Long Term Financial Plan.	Director of Roads and Transportation Director of Roads and Transportation Director of Roads and Transportation	100% 35% 0%	Nov/15 - Dec/16 Nov/16 - Dec/17 Jan/18 - Dec/18	Nov/16-Mar/18 In Progress Not Started	Complete In Progress Not Started

Appendix 5

**CITIZEN BUDGET RESULTS
Sudbury [EN], Ontario
October 3, 2017**



Online Budget Consultation Report

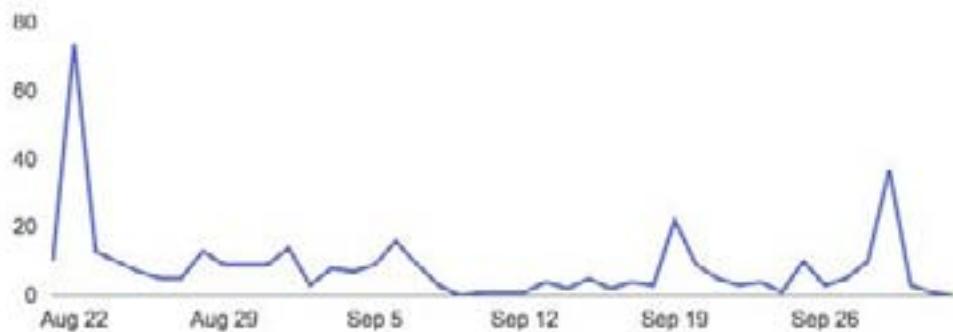
For the period August 21 to October 02, 2017

Prepared by Open North for: Greater / Grand Sudbury

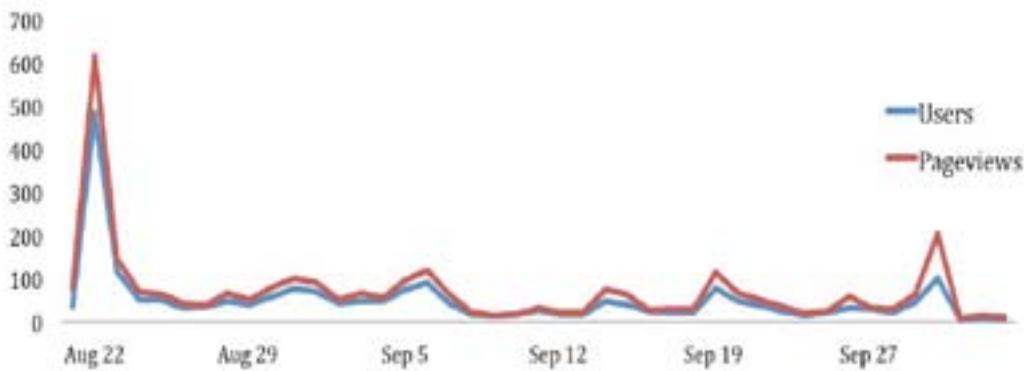
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Responses

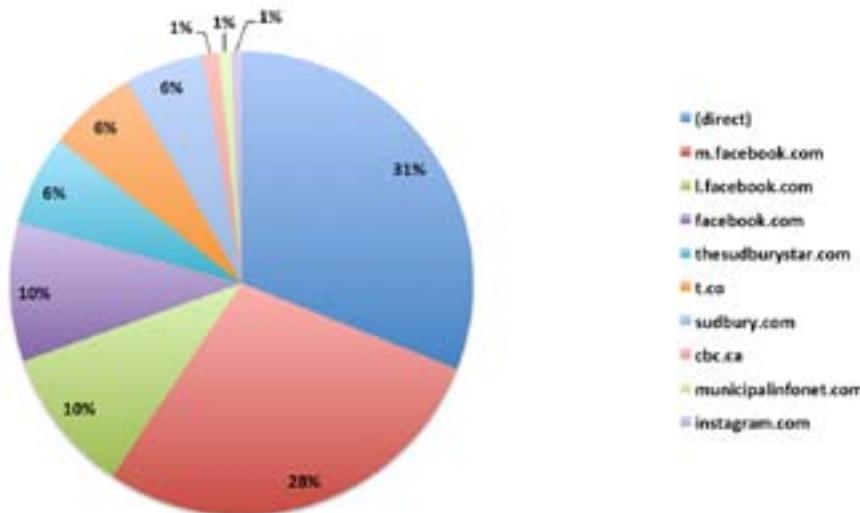
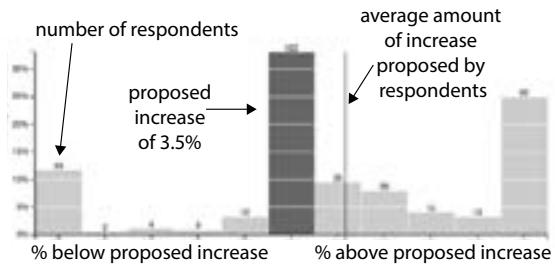
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Responses per Day

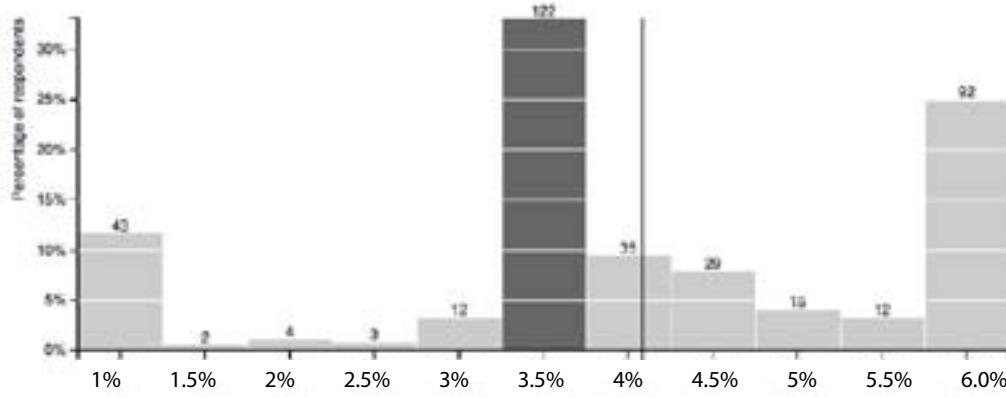


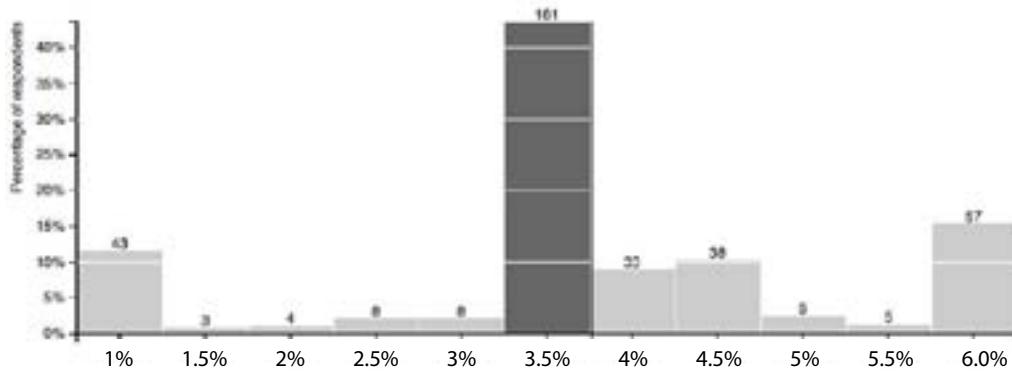
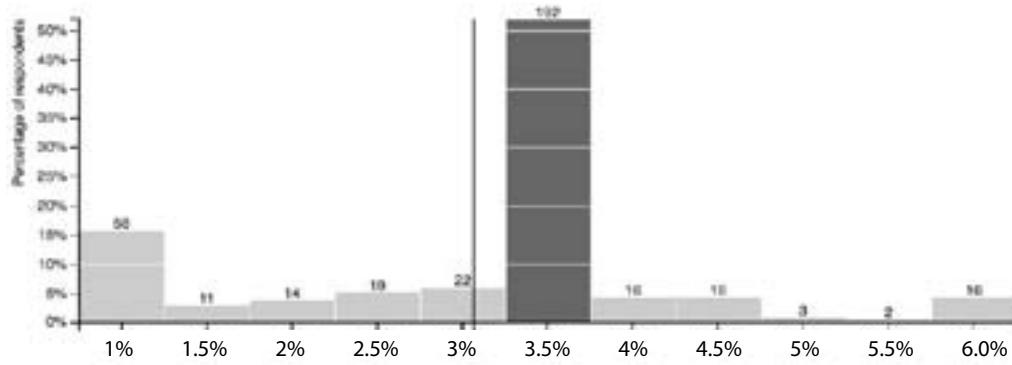
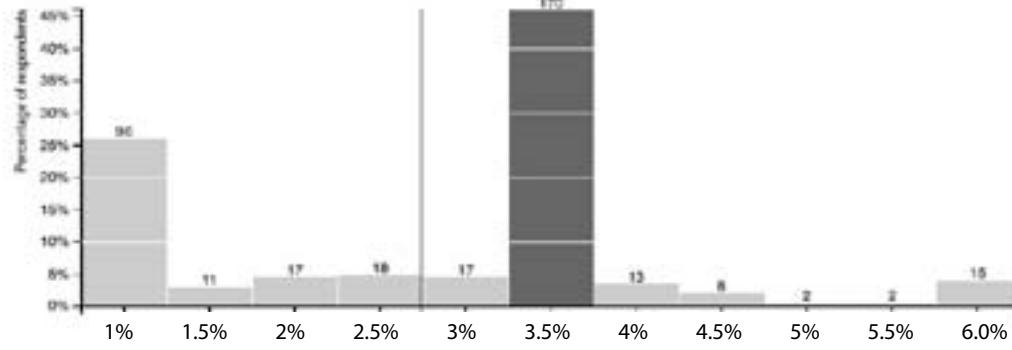
Number of Visitors

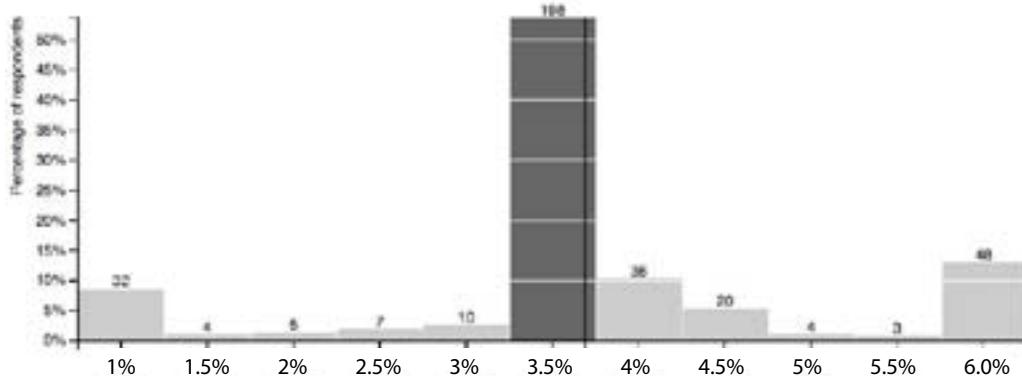
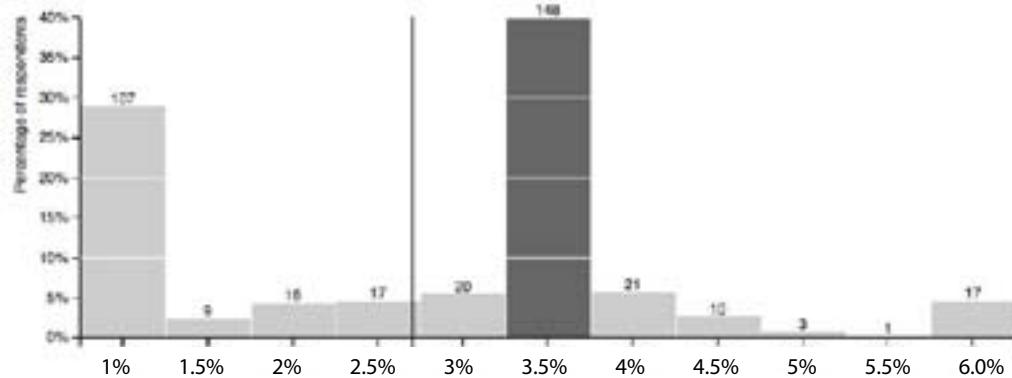
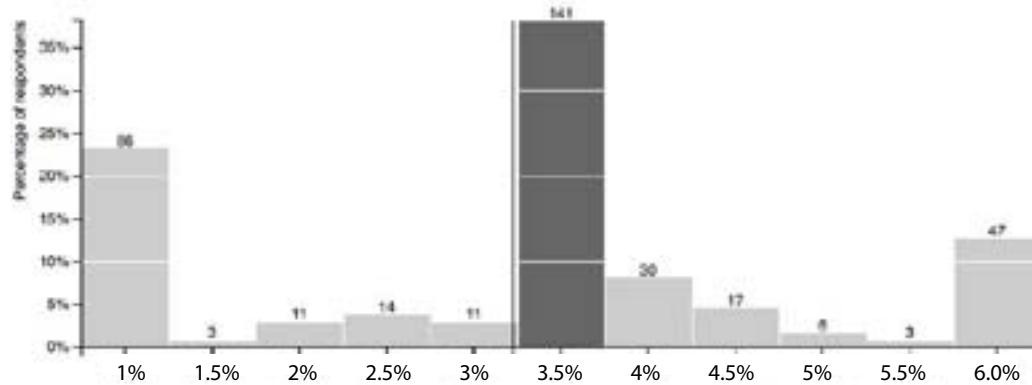


Web Traffic Sources**LEGEND****Roads Maintenance**

How would you adjust your property tax dollars to Roads Maintenance?

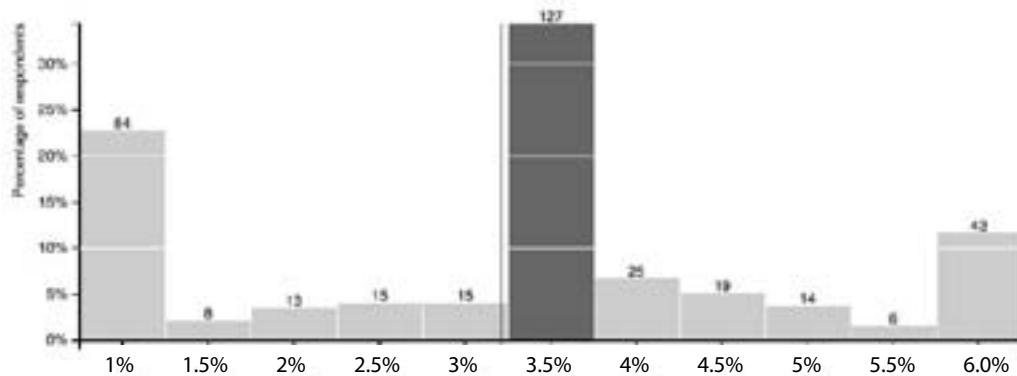


Winter Control Road Maintenance*How would you adjust your property tax dollars to Winter Control Road Maintenance?***Recycling and Garbage***How would you adjust your property tax dollars to Recycling and Garbage?***Fire Services***How would you adjust your property tax dollars to Fire Services?*

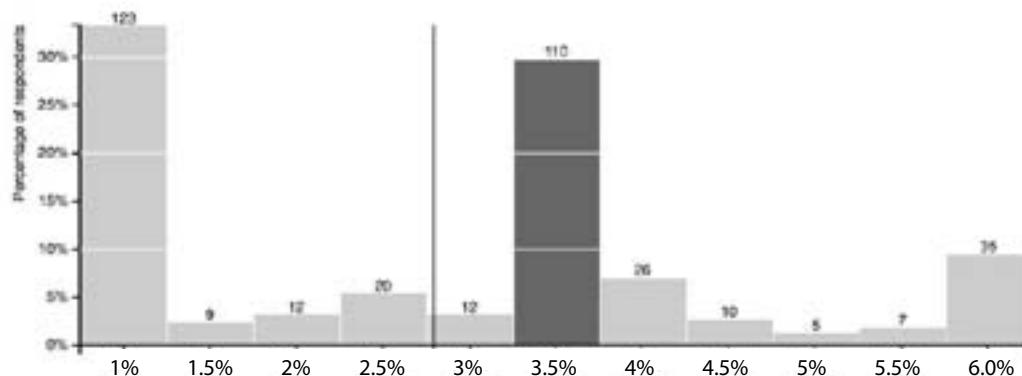
Paramedic Services*How would you adjust your property tax dollars to Paramedic Services?***Police Services***How would you adjust your property tax dollars to Police Services?***Long Term Care Senior Services (Pioneer Manor)***How would you adjust your property tax dollars to Long Term Care Senior Services (Pioneer Manor)?*

Recreation (arenas, pools, parks, playgrounds, splash pads and other facilities)

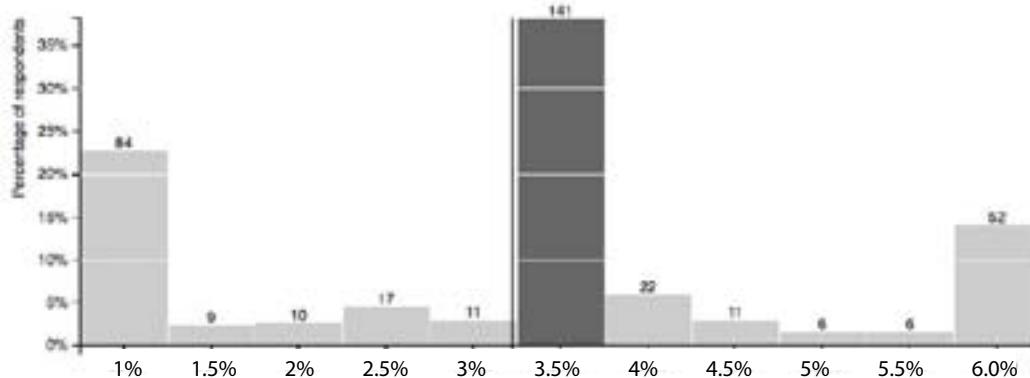
How would you adjust your property tax dollars to Recreation (arenas, pools, parks, playgrounds, splash pads and other facilities)?

**Libraries and Museums**

How would you adjust your property tax dollars to Libraries and Museums?

**Transit**

How would you adjust your property tax dollars to Transit?



RÉSULTATS BUDGET CITOYEN
Sudbury [FR], Ontario
Octobre 3, 2017



Rapport sur la consultation budgétaire en ligne

Pour la période du 21 août au 02 octobre 2017

Préparé par Nord Ouvert pour : Greater / Grand Sudbury

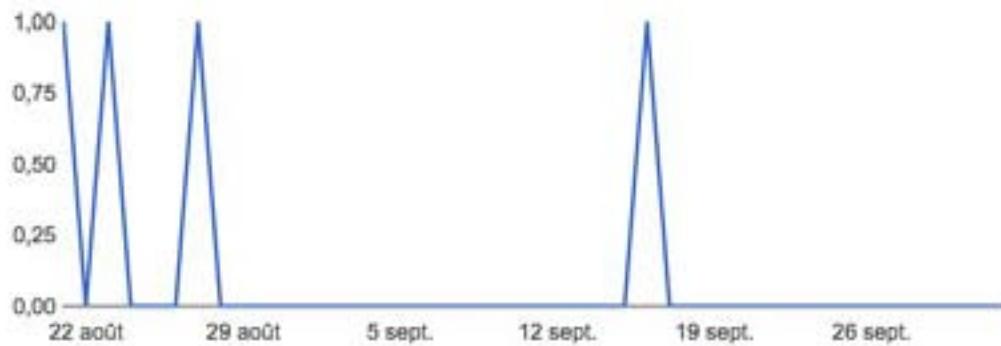
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Soumissions

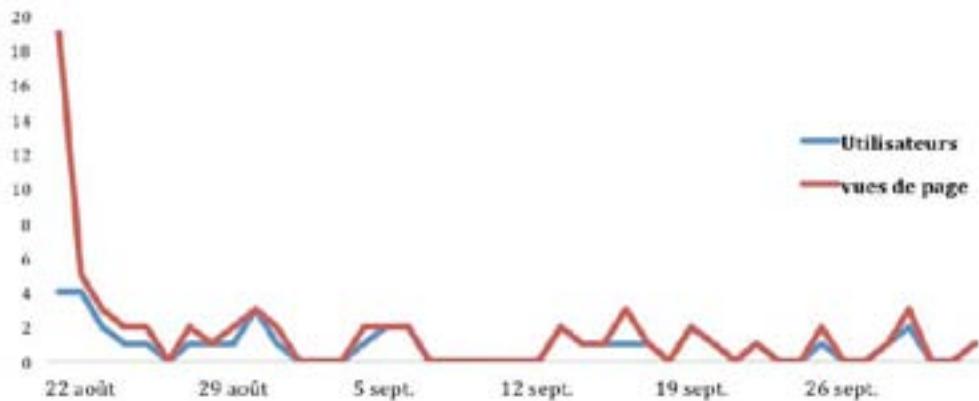
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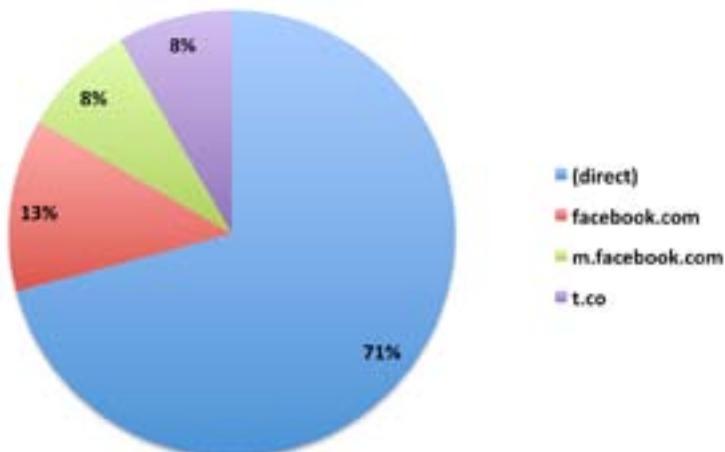
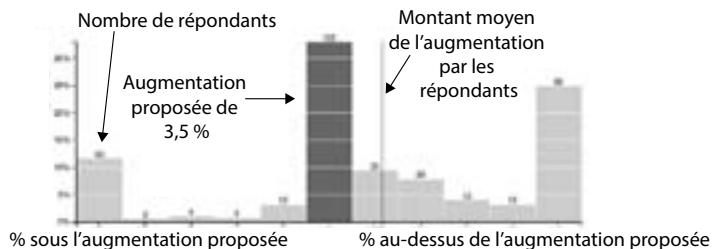
Temps médian requis

Nombre de Soumissions par jour

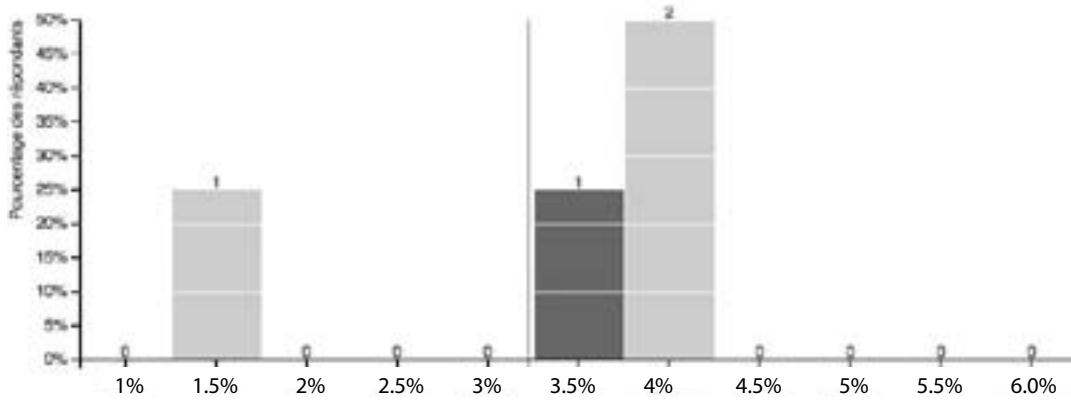


Nombre de Visiteurs



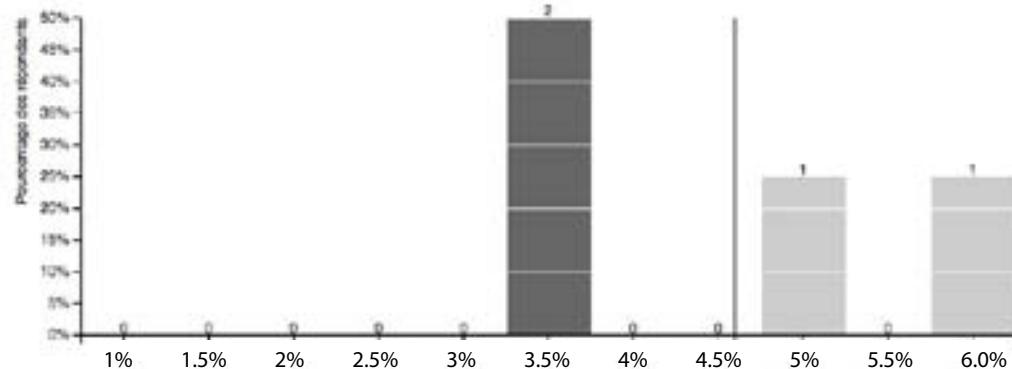
Sources de trafic Web**LÉGENDE****Entretien des routes**

Comment rajusteriez-vous vos impôts fonciers en fonction de l'Entretien des routes?



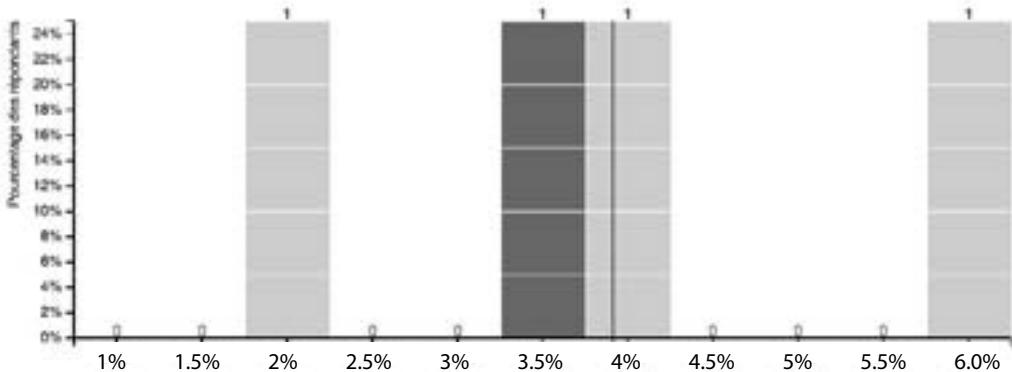
Entretien hivernal des routes

Comment rajusteriez-vous vos impôts fonciers en fonction de l'Entretien hivernal des routes?



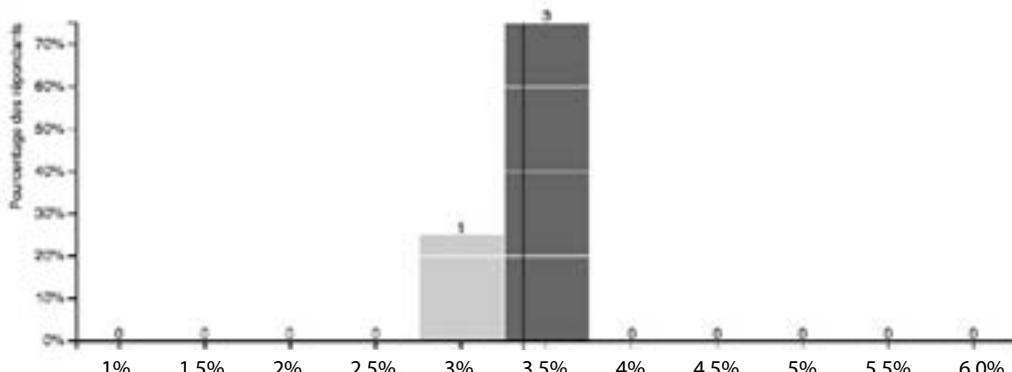
Recyclage et déchets

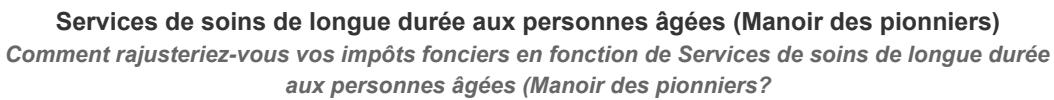
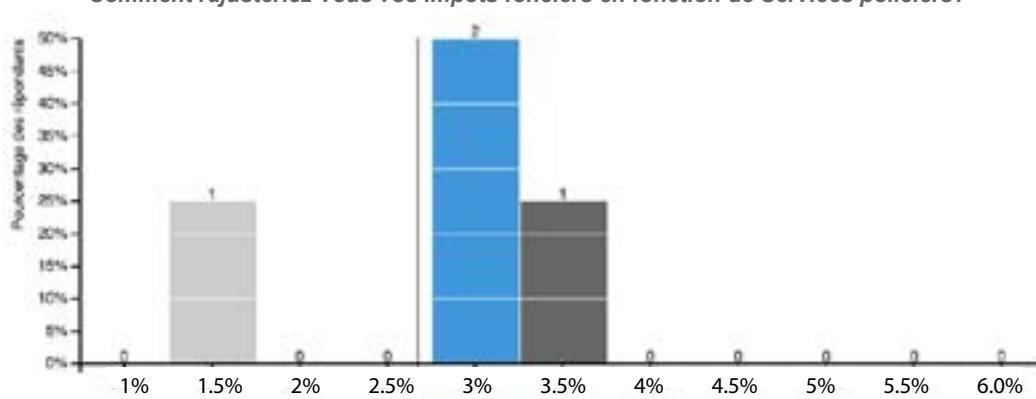
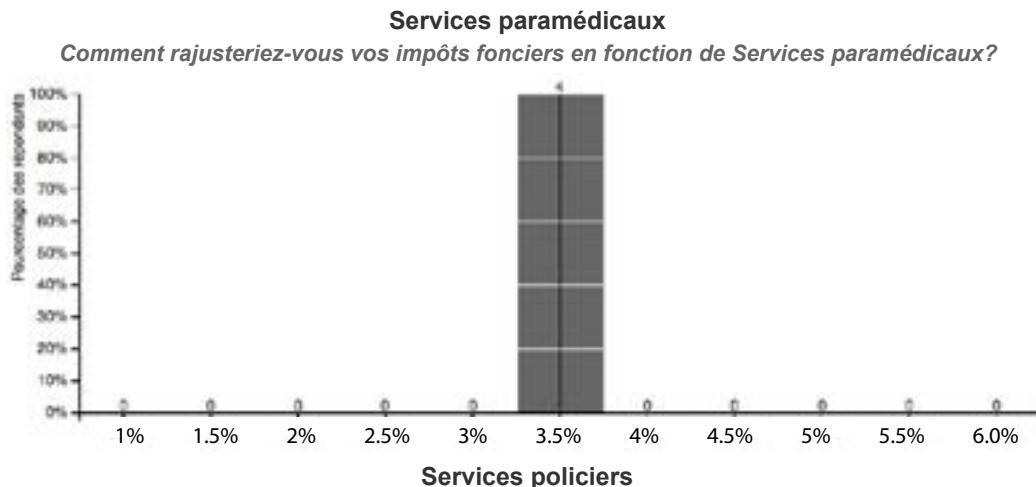
Comment rajusteriez-vous vos impôts fonciers en fonction de Recyclage et déchets?



Services d'incendie

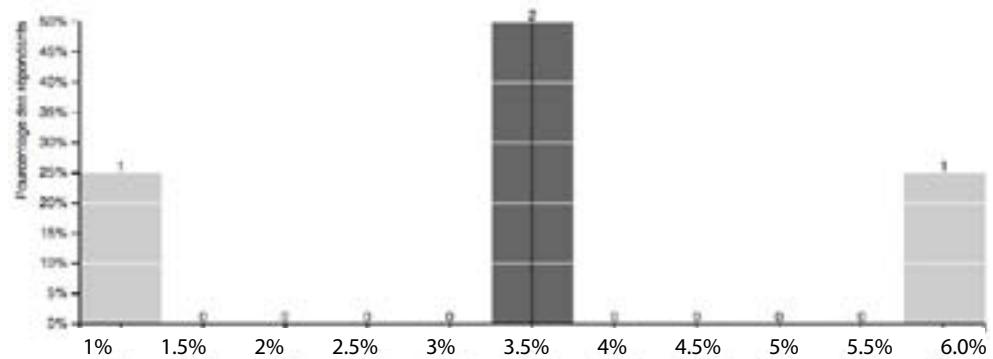
Comment rajusteriez-vous vos impôts fonciers en fonction de Services d'incendie?





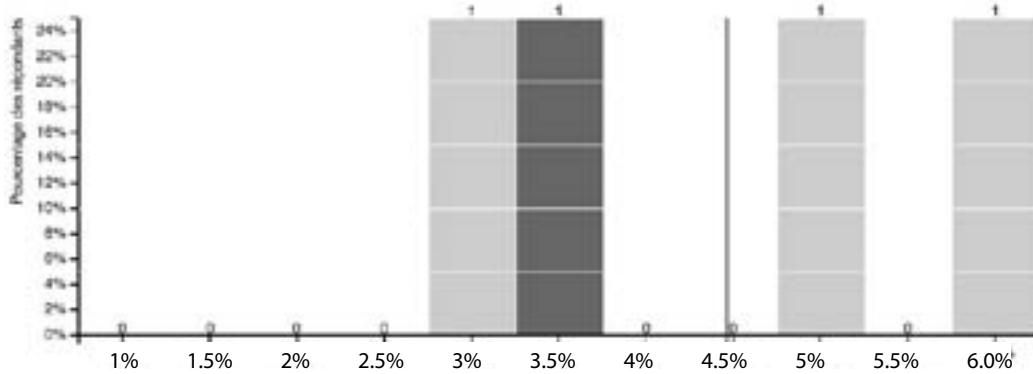
Loisirs (arénas, piscines, parcs, terrains de jeux, aires de jets d'eau et autres installations)

Comment rajusteriez-vous vos impôts fonciers en fonction de Loisirs (arénas, piscines, parcs, terrains de jeux, aires de jets d'eau et autres installations)?



Bibliothèques et musées

Comment rajusteriez-vous vos impôts fonciers en fonction de Bibliothèques et musées?



Transport en commun (Transit)

Comment rajusteriez-vous vos impôts fonciers en fonction de Transport en commun (Transit)?

